

77-11-17  
Personnel

DDA 76-4347

30 August 1976

MEMORANDUM FOR: Director of Personnel

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Minority Employment

REFERENCE : DDCI Memo to Deputy Directors and  
Independent Office Heads, dtd 27 August:  
Same Subject

The Coordinator for Minority Employment for the  
Directorate of Administration will be Mr. Michael J.  
Malanick, Associate Deputy Director for Administration.

/s/ John F. Blake

John F. Blake

Distribution:

Original & 1 - D/OP  
1 - ADDA

1 - DDA Subject  
1 - DDA Chrono  
1 - JFB Chrono

DDA:JFBBlake:der (30 August 1976)

DDA 76-4164

27 August 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Comptroller  
General Counsel  
Inspector General  
Legislative Counsel

FROM : E. H. Knoche  
Deputy Director

SUBJECT : Minority Employment

1. I have become increasingly concerned that the Agency has not been as successful in the last two years as expected in the employment of minorities. While our present procedures were designed so that minority applicants receive the widest exposure to offices of possible interest, the "bottom line" (number who enter on duty) has been disappointing. Affirmative decision-making authority is diffused. The decision-making time is almost twice for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In an effort to correct this situation, I have approved a new approach for the employment of minorities which will require your full cooperation: The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each addressee will do likewise. I ask that you delegate decision-making authority on minority applicants to your Coordinator, who will fix accountability for performance. This approach is patterned after the successful system used for some years in recruiting and placing Co-op students and Summer Interns through the use of an Office of Personnel Coordinator. It has worked well.

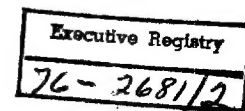
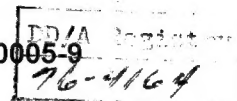
3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate and Independent Office. When a minority application is received, the Office of Personnel Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Coordinator for face-to-face discussions on their merits. The latter will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

4. In the event the Office of Personnel Coordinator does not agree with a decision by your designated Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director or Independent Office Head level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

5. To implement this program as rapidly as possible, I ask that you submit the name of your Coordinator to the Director of Personnel by close of business 7 September 1976. The Coordinators must be senior individuals with ready access to you and your unit chiefs and should have substantive knowledge of your activities. Also of vital importance is the assistance each Coordinator will render the Office of Personnel Coordinator in providing him with in-depth information on personnel and job requirements. Only if precise requirements are formulated can the Office of Personnel Coordinator review and discard those applicant cases which are truly unsuitable.

/s/  
E. H. Knoche

cc: D/DCI/IC  
D/DCI/NIO  
D/EEO  
AO/DCI



MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Inspector General  
General Counsel  
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Comptroller

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*addressed*

*a. Independent office*

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate. When a minority application is received, the OP Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Directorate Coordinator for face-to-face discussions on their merits. The Directorate Coordinator will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

*The latter*

4. In the event the Office of Personnel Coordinator does not agree with a decision by a Directorate Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

*on Independent Head your designated*

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E. H. Knoche

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